

**Leadership Committee Meeting Notes**  
**Tucson, AZ**  
**March 29, 2005**

Members Present: Larry Sutton, Chairman; Jim Cook; Jennifer Smith; Mark Linane; John Wood; Mark Stanford; Tim Blake; Pam McDonald

Members Absent: Dale Glenmore

Advisors: Bill Miller, USFS; Brad Sawyer, BLM

**Action Log Review (Pam McDonald/Larry Sutton)**

The committee reviewed the open action log and updated dates, duties and responsibilities.

#149—Leadership Values and Principles (Handout) Can the poster be a stand-alone item?

**ACTION: Pursue the concept of a stand-alone leadership values and principles poster available through PMS by June 1. (Tim Blake)**

#182—Review of leadership section included in the M-581 course.

**ACTION: Obtain a copy of Unit 1—Leadership (M-581 course) and distribute to LC members by May 1, 2005. (Bill Miller and Pam McDonald)**

**New Committee Member**

The Leadership Committee welcomes Paul Head, National Park Service, as the new NPS representative. Paul joined the committee on short notice before this meeting and could not attend but will join us at our next meeting. Welcome Paul!

**L-380 Provider Update (Larry Sutton/Bill Miller)**

NOLS (National Outdoor Leadership School) and the Wyoming BLM have partnered to create an L-380 course that will be delivered entirely in the field. The test course will be in May 2005; Bill Miller and L.J. Brown will evaluate this delivery. The suggestion was made that a wildland fire “cultural translator” as well as evaluators be used in the process.

Renee Beams (PNW training center) contacted Bill Miller regarding alternate L-380 providers. The PNW training center negotiated with the vendor ICI to obtain an L-380 training package. Bill Miller and Rowdy Muir are being considered to become certified lead instructors. Bill and Rowdy will evaluate other agency personnel to create a standing

L-380 cadre to include outside agency instructors. Agencies will need to take the necessary steps to ensure the proper evaluation and certification of courses.

**ACTION: Make contact with various state academies to offer assistance with potential L-380 training needs. (Mark Stanford)**

**FEMA/IFSTA Course L-380 Crosswalk (Mark Linane/Pam McDonald)**

Pam McDonald gave a briefing on leadership courses through FEMA (IS-240, -241, and -242) and the National Fire Academy (Q-318). As stand-alone, self-study courses, these courses do not provide the interactive participation identified as a required component of L-380. Q-318 could be used in conjunction with an L-380 delivery, possibly as pre-work.

Mark Linane discussed an International Fire Service Training Association (IFSTA) course crosswalk for L-380.

**ACTION: Provide links and “What’s New” to the FEMA/NFA courses on the leadership Web site by May 1, 2005. (McDonald/Cook/Smith)**

**ACTION: Contact San Diego County regarding an L-380 course to meet the needs of city/rural departments by June 2005. (Mark Linane)**

**ACTION: Meet with the George Bush Leadership School at Texas A&M University regarding a possible L-380 course development for state agencies and report at the next Leadership Committee meeting. (Mark Stanford)**

**ACTION: Contact the National Fire Academy about collaborating on L-380 course development and report at the next LC meeting. (Larry Sutton)**

**Human Factors 10 Years Later (Jim Cook/Larry Sutton)**

Larry will give a presentation on simulations (STEX/TDGS) at the conference. Jim will give a presentation on the development of the leadership program. Jennifer Smith will coordinate the leadership display. Bill Miller will have a sand table display. The Committee agreed to cover conference fees for Jennifer and Bill and to pay for display space.

**ACTION: Create a “What’s New” regarding Putnam’s 1995 Findings from the Human Factors Workshop article by May 2005. (John Wood)**

**ACTION: Develop a Human Factors element of the leadership Web site by July 2005. (Jennifer Smith and Mark Linane)**

**U.S. Army Training Command, Ft. Leavenworth (Larry Sutton)**

Larry briefed the Committee on relationships which have developed between fire agencies and the U.S. Army. Larry is working with Ft. Leavenworth to establish a working relationship to pursue items including leadership doctrine development, simulation training, and staff rides. A small group from the Leadership Committee and other wildland fire trainers will visit the U.S. Army Training Command in Ft. Leavenworth on June 1 and 2.

#### **Review/Validate Current Information Products (Jim Cook/Jennifer Smith)**

Jim Cook and Jennifer Smith reviewed various information products with the Committee. Recommendations were given for revision and distribution.

“The Program” page on the web site-- make minor revisions

Two-page leadership program handout – current, no revision necessary

Leadership pamphlet – current, replace inside picture next revision

Paul Gleason “Lead By Example” award pamphlet – current, no revision necessary

PowerPoint – update training course map and leadership toolbox web page screen capture

Bookmarks – add “Wildland” to the front program title and increase font size of Values and Principles in the next revision

Wildland Fire Book on Books – create a print-ready pocket-sized .pdf downloadable file

Accomplishment Report – continue to update annually

Display – ready for use (awaiting logo decal); request through Jennifer Smith

**ACTION: Update various outreach communication tools and place in appropriate locations by May 2005. (Jim Cook/Jennifer Smith/Pam McDonald)**

#### **Committee Areas of Responsibilities – Next Step (Jim Cook/Larry Sutton)**

Larry Sutton walked the Committee through areas of responsibilities for each of the members.

**ACTION: Place the updated Committee Responsibilities on the Leadership Web site under the Archive section by May 2005. (Pam McDonald/Jim Cook/Jennifer Smith)**

#### **Gleason Award (John Wood)**

John Wood briefed the Committee on the 2004 selection process for the Paul Gleason Lead by Example Award.

**ACTION: Order boots for future Lead by Example plaques by June 2005. (Pam McDonald/Jennifer Smith)**

**ACTION: Revise the Lead by Example Operating Plan to include Contact Point information for contractor nominees, selection committee membership, nomination**

**to recipient, and evaluation retention and post on the Leadership Web site by June 2005. (John Wood/Pam McDonald/Jennifer Smith)**

**ACTION: Create a 2004 Lead by Example award recipient poster for the Human Factors Workshop, April 2005. (Jennifer Smith)**

**Professional Reading List Revision Process (Jim Cook)**

The Committee determined that the working group is sufficient for revising the list with final review by a designated Leadership Committee member. The revision cycle for the Professional Reading List will be as needed.

**ACTION: Delete the revision cycle information from the introduction section of the Professional Reading Program to reflect a less restrictive revision cycle. (Jim Cook)**

**ACTION: Create an alphabetical and author index for, and print-ready pdf version of, the Professional Reading Program—2005 edition—by June 2005. (Pam McDonald)**

**March 30, 2005**

**L-380 Evaluation Project (Larry Sutton/Mike DeGrosky)**

Larry briefed the Committee on the testing of the L-380 evaluation instruments developed by Mike DeGrosky in association with his post-graduate work. Even though a small sample size was tested, the tool is sound with a few changes that were identified through the testing process. The Committee discussed the need to extend this type of evaluation process to other leadership courses. Mike DeGrosky mentioned that the User's Manual for the L-380 evaluation instrument is now available. The paper has been submitted to the University and Mike will graduate this summer. The paper will be finalized by May 2005. Mike is confident that the User's Manual can be implemented by the participating agencies. The instrument will need to be customized for other leadership courses as a generic instrument would be ineffective.

How can the template be applied to other NWCG courses? The methodology of the instrument can be used with other courses with additional alterations; surveys must be specifically designed to measure accomplishment of course objectives.

Mike suggests that the validity of the instrument continue to be tested due to the small sample size of this test. He also recommended that we segregate test course evaluations from certified provider evaluations, and create a participant database immediately to begin tracking people who have completed L-380.

Although measuring the effectiveness of the training was not the intent of this project (testing the validity of the evaluation instruments was) and a small sample size was

surveyed, DeGrosky mentioned that there appears to be significant statistical evidence that the training is effective for all 33 target points. However, more testing is required to ensure that L-380 training is achieving the objectives.

The Committee agreed that measures should be taken to partner with a university to perform future evaluations of course effectiveness as well as continuous evaluation of the assessment instruments' validity.

**ACTION: Contact universities regarding the possibility of creating a partnership to administer the L-380 evaluation instrument by May 2005. (Mark Davidson/Wharton and Rusty Witwer/UC-Davis, Jim Cook; Oregon State University, John Wood; Texas A&M, Mark Stanford)**

#### **L-480 Update (Cyndie Hogg/Bill Waterbury/Various) Handouts**

The first delivery of the L-480 course occurred in early March 2005—a back-to-back delivery with S-420. A limited number of students participated in both courses. A general observation from course participants/evaluators was positive. The Committee discussed the linkage between S-420 and L-480.

Feedback on what went well: Certain psychological aspects of leadership are really addressed in depth. Students were able to see how their leadership style worked with others on the team. The quality of the instructor was critical to the success of the course. Benchmarking of outside organizations was vital and showed the validity to all cultures and applicability to the fire service. The content was right on the mark. Command presence, sub-modalities, and stress were the key topics that students really noted. Useable tools were quite valuable. Self exploration was huge. Although exercises were used in this course instead of simulations of the type used in L-380 and L-381, participants felt the exercises were highly effective and meaningful.

What will we do next time: Short, critical table top exercises that go a step further. Take a look at what could be deleted from the course. Involvement in relating key stories—tie into the important moments on an IMT. Ground rules for coaches need to be clearly identified and communicated to the coaches prior to the course. For some exercises where the coach is involved—relay exercise intent to the coaches so they can facilitate better. There are a total of 46 group exercises in the course—initial thought that there may be too many; some could be combined, deleted or expanded.

Development next steps: Steering committee meeting in Portland in May to finalize the present vendor package; once revisions are completed, the contract will be complete and the material will be government property. New contracts will then need to be entered into for future delivery. Possible need for seminars and refresher as incoming IMT members get younger.

The next scheduled beta test course for L-480 is April 24, 2006.

The S-520/620 Assessment Report should be coming out in final form soon.

**ACTION: Obtain a spot on the May TWT agenda to address L-480/S-420 and L-580/S-520 concerns. (Jim Glenn/Larry Sutton)**

**ACTION: Re-address the guiding principles of L-580 and where the LC wants to go with development and relay to the L-480/L-580 Steering Committee by October 1, 2005. (Larry Sutton/Jim Cook)**

**ACTION: Make a proposal to the TWT/IOSWT about PMS 310-1 recommendations for L-381 and L-480 by May 2005. (Larry Sutton)**

### **After Action Review Proposal (Brad Sawyer) Handouts**

A loose definition of AAR existed in the field; in some cases pseudo-investigations were being termed “After Action Reviews”. An ad hoc committee addressed the conflicts and whether there are significant differences in AARs at different organizational levels. The ad hoc committee developed a new AAR definition for the 2006 Interagency Standards for Fire and Fire Aviation Operations (Red Book) and determined that a single process is sufficient for all organizational levels. The Committee accepted the new AAR definition.

Brad presented proposals for AAR inclusion/revision in the IRPG and Red Book.

The Committee determined the need to relay the changes to the field--synchronize Web sites—Lessons Learned and Leadership, stand-alone training package (.5 to 1 hour PowerPoint presentation addressing history and theory, the intent, how to facilitate—basic and advanced). How should this training package be distributed? The intent is to distribute through the Annual Fireline Safety Refresher course and Lessons Learned and Leadership Web sites. October is the intended date for the final AAR presentation.

The Committee created a TWT briefing paper addressing the inclusion of history and theory video clip into the L-180 course which would be implemented once the current inventory of L-180 videos are exhausted in PMS.

**ACTION: Pursue a process to develop a history/theory video segment for the L-180 video and get new master to PMS to replace stock when current inventory is exhausted. (Jim Cook)**

**ACTION: Present the AAR revisions to Kurt LaRue for inclusion in the 2006 Interagency Standards for Fire and Fire Aviation Operations (Red Book) and IOSWT for inclusion in 2006 IRPG by June 2005. (Jim Cook)**

### **Experiential Training Futuring (Jim Cook)**

The Committee discussed whether a formal mechanism was necessary to train STEX/TDGS instructors. The consensus was that a formal mechanism is not necessary at this time. The Committee decided “STEX/TDGS Train the Trainer” should be the official name of the STEX/TDGS training courses that are currently being delivered nationwide.

**ACTION: Pursue avenues to obtain IQCS recognition for “STEX/TDGS Train the Trainer” and “Conducting AARs” training by June 2005. (Larry Sutton/Jim Cook)**

**March 31, 2005**

### **Leadership Course Revision (Tim Blake) Handout**

The Committee reviewed the leadership revision cycle and found that no changes are needed to the cycle at this time.

L-380/-381 will be revised as the management of the course criteria dictates.

L-280 is currently on the NWCG course revision cycle

L-180 will be a stand-alone course with dual delivery as a component in S-130.

The Leadership Committee will play a key role in course revision by coordinating the recruitment of Subject Matter Experts for leadership courses as needed.

**ACTION: Present recommendations to the NWCG Standards Unit regarding a name change of L-180 to Human Factors in the Wildland Fire Service and that the project leader be the same for L-180 and L-280 by June 2005. (Tim Blake)**

### **Bin Items**

**ACTION: Create a PMS 310-1 briefing paper regarding the original 14 recommendations from the Leadership Task Group Report and submit to TWT/IOSWT by October 2005. (Larry Sutton)**

The Committee brainstormed ideas to address the Life Safety Initiative of the National Fallen Firefighters Foundation. The Leadership Committee’s mission is a tight fit with the number one priority of the Life Safety Initiative.

**ACTION: Establish contact with the National Fallen Firefighters Foundation regarding a partnership between the Leadership Program and the Life Safety Initiative and report at the next Leadership Committee meeting. (Jim Cook/Mark Stanford/Larry Sutton)**

### **Wildland Fire Leadership Field Guide (Tim Blake/Mark Linane)**

The Committee discussed the continuing need for a leadership field guide. Options for developing this doctrinal publication are: in-house development through NWCG Development Unit with TWT approval; contractor; ad hoc committee to create a draft and then contractor refinement. The Leadership Committee will benchmark other organizations on how their documents are created; the U.S. Army Training Command will be the first organization benchmarked.

L-480 showed that for the next 10 years something is needed to address those individuals who are not familiar with leadership terminology, and common foundation principles of the leadership development program.

**ACTION: Conduct a one-day workshop to develop the framework for a leadership field guide by June 2005. (Tim Blake/Jim Cook/Pam McDonald)**

### **Communication Plan (Jennifer Smith)**

The Committee discussed revision of the Communication Plan to more effectively manage contacts made with various parts of the wildland fire service.

**ACTION: Develop a marketing plan and outreach plan (including contact matrix) and present a draft at the next Leadership Committee meeting. (Jennifer Smith)**

**ACTION: Provide Jennifer Smith two or three stakeholder groups to be contacted in 2006 including venue information by July 1, 2005. (All Members)**

### **L-380 and L-381 Provider Certification and Decertification (Larry Sutton)**

Although provider certification and decertification is not the responsibility of the Leadership Committee, a means by which to share changes to provider information is needed. The Committee will use the Leadership Web site as a means by which to share information.

### **Futuring Strategy for the Leadership Program (Larry Sutton)**

The Committee discussed the vision of the Leadership Committee. Need for continuing education. Influencing 420/520 decisions. Provide more leadership opportunities to management. Continuing existing projects like the development of useful doctrine. Be engaged in the ongoing L-480/S-420/S-520/L-580 discussions. Employ more distance learning technology and simulations. Remain an NWCG Training laboratory—instrument



for change. Develop and maintain MOUs with other organizations such as MCU/Special Forces. Conduct continual benchmarking efforts. Influence the creation of command and general staff academies. Keep the program going and successful. Lead by example.

Are we positioned and in the right place to go further? Are we training our replacements?

### **Training Efforts in the Field**

The Committee discussed creating a Leadership Web site library to highlight unit-level leadership programs.

**ACTION: Create a unit-level leadership program library on the Leadership Web site by August 2005. (Larry Sutton/Jennifer Smith)**

### **Next Meeting**

Tentative date: Week of November 14, 2005

Tentative location: Portland, OR